

Golden Gate National Parks

Business Plan 2001



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In a broad sense, business plans are used to communicate how an organization expects to achieve its goals. This plan begins with an introduction to the Golden Gate National Parks and a brief look at three factors – funding, visitation and land acquisition – that directly impact operations. It then describes the breadth of park operations and discusses the operational levels and investments necessary for the parks to achieve their mandates. The plan presents current and planned strategies that will streamline operations and bring more outside resources into the parks. The plan ends with comments from Superintendent Brian O'Neill and a list of the parks' top operational and investment priorities.

Contents



Introduction

The Parks At A Glance
The Parks' Vision

Historical Trends

Funding Analysis
Visitation Analysis
Land Acquisition Timeline

07

Analysis of Park Operations

Resource Protection
Visitor Experience and Enjoyment
Maintenance
Facility Operations
Management and Administration
Financial Summary

13

Investments

Fiscal Year 2000 Investments
Investments to Guide Long-Term
Management
Investments in the Implementation Stage

33

Financial and Management

Strategies

Existing Financial Strategies
Expansion of Existing Financial Strategies
Operational Improvement Strategies
Philanthropic Funding Strategies

43

Superintendent's Afterword

49



Marin Headlands

Introduction

The Parks at a Glance

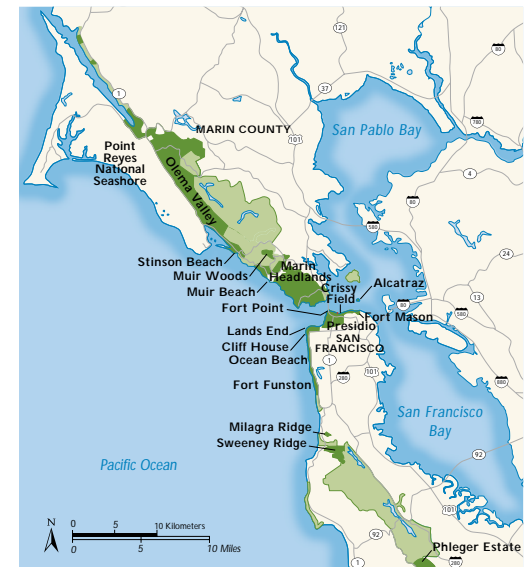
The stunning natural beauty and cultural richness of the San Francisco Bay Area has long been recognized by the people who call it home. As early as 1906, William Kent acknowledged its value and suggested establishing a national park in the Bay Area. His dream came to partial fruition in 1908, when President Theodore Roosevelt designated a stand of coast redwoods as the Muir Woods National Monument.

Throughout the century, momentum grew around the idea of creating a vast network of national parks in the Bay Area. Support was garnered among community members, conservation groups, local politicians and congressional representatives. Their efforts culminated in the early 1970s, with the creation of the Fort Point National Historic Site and the Golden Gate National Recreation Area (GGNRA). The footprint of the latter has grown from 35,000 acres to 75,500 acres over the last 30 years as new lands have been obtained through legislative amendments, donations, and military transfers.

Sites located within the GGNRA footprint stretch across Marin, San Francisco, and San Mateo counties, and include Stinson Beach, Tennessee Valley, the Marin Headlands, Alcatraz Island, Fort Mason, the Presidio of San Francisco, the Sutro District, Ocean Beach, Fort Funston, Milagra Ridge, Sweeney Ridge, and the Phleger Estate. For simplicity sake, the GGNRA along with Muir Woods National Monument and Fort Point National Historic Site are collectively referred to as the Golden Gate National Parks.

Mission Statement of the Golden Gate National Parks

The Golden Gate National Parks' mission is to preserve and enhance the natural, historic, and scenic resources of the lands north and south of the Golden Gate for the education, recreation and inspiration of visitors today and in the future. In the spirit of bringing national parks to the people, we reach out to a diverse urban community, promote the richness and breadth of the national park system to many who are experiencing a national park for the first time and foster broad-based public stewardship through various volunteer and partnership programs.



The Golden Gate National Parks protect a remarkably diverse cluster of coastal ecosystems, landscapes, and historic sites. The parks contain twelve distinct plant communities, an abundance of wildlife, and rich geologic resources relating to 40 miles of the San Andreas Fault. Some sites within the parks' boundaries represent important native habitats and serve as a last refuge for sensitive, rare, threatened, and endangered species. Other sites within the parks are valued for the story they tell about human history and culture.

Collectively, the parks' significance as a major landmark and historic place can be measured simply by the number of historic structures located within their boundaries. With 667, the Golden Gate National Parks have the highest concentration of historic structures and the most complete collection of military structures in any single National Park Service unit. The parks' value extends beyond its natural and cultural features.

Alongside the miles of coastal and forested trails, ocean and bay beaches, and scenic vistas awaits an array of activities that can be enjoyed by the public. The Golden Gate National Parks offer countless recreational activities including world class mountain biking and windsurfing as well as numerous cultural events including art shows, concerts and cultural heritage festivals.

The Golden Gate National Parks are different from most other national parks. With the San Francisco Bay Area's 7 million residents and over 17 million annual visitors from around the country and the world, the Golden Gate National Parks serve as a "gateway" to the national park system. The parks provide many residents and visitors with their first impressions of the NPS's ideals and values. This enables the parks to reach out to a large, diverse group and instill them with an environmental ethic and appreciation for both cultural and natural resources.



Muir Beach

Golden Gate National Parks Inventory

Natural Features

- * 75,500-acre footprint
- * 31,100 acres under direct NPS management
- * 59 miles of coastline
- * 19 separate ecosystems
- * 12 distinct plant communities
- * 1,273 species of plants and vertebrates
- * Refuge for more than 80 sensitive, rare, threatened, or endangered species
- * Important migration route, overwintering grounds, and breeding location for a number of species
- * Seven distinct watersheds, two lagoons, numerous springs and streams, ponds, seasonal wetlands, extensive intertidal zones, and sections of two major estuaries

Cultural and Historic Features

- * 667 historic structures in Golden Gate National Parks (this figure does not include structures under the jurisdiction of the Presidio Trust)
- * 5 National Historic Landmark Districts
- * 12 properties listed on the National Register of Historic Places
- * 10 cultural landscapes

- * 358 identified and 500 predicted archeological sites
- * Second largest museum collection in NPS, with 4.4 million items



Park Facilities and Features

- * Approximately 2 million square feet of built space
- * 129 miles of paved and 56 miles of unpaved roads
- * 65 miles of hiking trails
- * 2,166 regulatory and trail signs
- * 8 piers and wharves
- * 7 park-maintained beaches
- * 6 beach shower facilities
- * 4 park campgrounds and over 11 picnic areas
- * 7 visitor centers
- * 5 native plant nurseries
- * 544 acres of landscaped grounds
- * 6 water distribution systems
- * 3 water treatment facilities
- * 2 electrical distribution systems
- * 4 potable water reservoirs
- * 9 sewage systems and lift stations
- * 10 maintenance facilities
- * 23 employee housing units and 5 dormitories

The Parks' Vision

The 2001 National Park Service Management Policies encourage partnerships because they produce benefits that “often extend into the future, because many people who participate as partners connect more strongly with the parks and commit themselves to long-term stewardship.” At the Golden Gate National Parks, all non-NPS groups that provide operations and project support are considered “partners.”

Among others, our partners include concessionaires, various non-profit organizations with which we have cooperative agreements and our cooperating association, the Golden Gate National Parks Association. The NPS also manages extensive volunteer programs that not only help staff accomplish work, but also build capacity for broad-based public stewardship of the parks' resources.

In addition to providing a means to connect people with the mission of the NPS, partnerships and volunteer programs provide substantial financial resources. The Golden Gate National Parks have a proven track record of bringing in such resources.

In FY2000, the parks' primary partner, the Golden Gate National Parks Association, contributed approximately \$2.3 million in operations support and \$11.95 million in investments. Other partners (see list at far right) contributed approximately \$3.7 million in operations support and volunteers contributed just under 350,000 hours of work worth approximately \$4.8 million.

In addition to these community-based programs, the parks earned in excess of \$5 million from concession franchise fees, visitor use fees and other revenues sources in FY2000.

The Golden Gate National Parks' Philosophical Tenets



Protect. The parks protect natural and cultural resources so that they can be enjoyed by current populations and preserved for future generations.

Listen. The parks encourage input from the entire community. The parks listen to the public to gain an understanding of the relevance of the parks' resources, which are expressions of our single national heritage.

Include. The parks recognize that national parks belong to everyone. Thus, efforts are made to reach non-traditional audiences and to diversify the parks' staff.

Foster Stewardship. The parks engage community members in park stewardship activities, and encourage the community to take responsibility in protecting natural and cultural resources.

Leverage. The parks use appropriated dollars to leverage community resources.

Innovate. The parks seek input from various public and private sector experts to identify best practices, and find creative ways to further the parks' mission. The parks also use progressive strategies to ensure that existing authorities are utilized to their fullest. All lessons learned are shared with the broader NPS audience.

Partner. The parks views themselves as part of a collective team of partners, all of whom work together to further the parks' mission.

Partnerships, volunteer programs and revenue brought in \$0.83 for every \$1 of appropriated funds in FY2000. The community is willing and able to offer even more support through partnerships and volunteer programs, and parks staff is eager to roll out more revenue generating and cost recovery programs. However, additional appropriated funds must be made available in order to ensure that adequate NPS staff and resources are available to both guide the talent, resources, and enthusiasm of the surrounding community, and develop and manage future financial management programs.



Headlands Institute Education Program

A Partial List of Park Partners



A Home Away from Homelessness
 Aim High
 Antenna Theater
 Aramark
 Bay Area Discovery Museum
 Blue and Gold Fleet
 Cliff House
 Fellow Feathers
 Fort Mason Community Garden
 Fort Mason Foundation
 Foundation for Deep Ecology
 Giant Camera
 Golden Gate National Parks Association
 Headlands Center for the Arts
 Louis' Restaurant
 Marin Conservation Corps
 Marine Mammal Center
 Miwok Valley Association
 Musee Mechanique
 National Maritime Museum Association
 NOAA National Marine Sanctuary Program
 Ocean Riders
 Presidio and Fort Point Historical Association
 Presidio Riding Club
 San Francisco Conservation Corps
 San Francisco State University
 San Francisco Unified School District
 Shelldance
 Slide Ranch
 Surfer's Grill
 U.S. Coast Guard
 World Forum
 YMCA at Point Bonita
 Yosemite National Institutes /
 Headlands Institute



Muir Woods